

HOUSING AUTHORITY OF THE CITY OF NEW HAVEN

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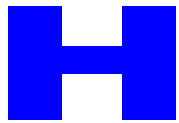
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November 29, 2005



Ms. Dominique Blom
Acting Deputy Assistant Secretary
Office of the Deputy Assistant Secretary for
Urban Revitalization
U.S. Department of Housing and Urban Development
451 Seventh Street, S.W.
Washington, D.C. 20410



Re: Submission of MTW Annual Report FY2005

Dear Ms. Blom,

We are pleased to submit HANH's Annual Report for the Moving to Work Deregulation Demonstration Program for the fiscal year October 1, 2004 – September 30, 2005. This document includes the elements required by our MTW Agreement, including approval by HANH's Board of Commissioners.

We continue on an ambitious road to achieve our MTW goals during the term of the program, presently through September 2008. This report outlines the many efforts that HANH staff and residents have undertaken. Thank you and your staff for your support. The Housing Authority looks forward to working with you in the upcoming year.

Very truly yours,

Regina L. Winters
Interim Executive Director

Enclosure

cc: Noemi Santana, Housing Authority of the City of New Haven
Mila Aguda, U.S. Dept. of HUD Headquarters
Robert Cwieka, HUD Hartford Field Office

Regina L. Winters
Interim Executive Director

Housing Authority of the City of New Haven

Moving To Work Annual Report Fiscal Year 2005

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Housing Authority of the City of New Haven Moving To Work Annual Report Fiscal Year 2005

OVERVIEW

Introduction

This document provides a summary of the initiatives undertaken and accomplishments attained by the Housing Authority of the City of New Haven (HANH) during fiscal year 2005 as part of the Moving to Work Deregulation Demonstration program. This was a period of significant transition at HANH, marked by new leadership. Regina Winters was appointed Interim Executive Director while a national Executive Director search concluded. Negotiations are underway for a new Executive Director expected to start in December 2005. Shortly thereafter, the Deputy Executive Director position will be filled. In addition, HANH's Performance Auditor was appointed Deputy Director of Operations and a search is underway for a Director of Operations. In addition, a search for a Service Center Director and Chief of Security is underway. Despite significant changes, HANH was able to make progress with its MTW objectives including continued progress on major redevelopment efforts.

This Annual Report describes HANH's activities and progress made during Fiscal-Year 2005, i.e. the period from October 1, 2004 through September 30, 2005. At the beginning of Fiscal-Year 2005, HANH produced an Annual Plan, which was publicly reviewed, approved by the Board of Commissioners and submitted to HUD. The MTW Annual Plans and Reports take the place of SEMAP, PHAS and other conventional HUD reporting requirements.

HANH's MTW Demonstration covers the following programs:

Conventional Low Rent Public Housing

- Operating Funds
- Capital Improvement Funds (CFP, CGP)

Section 8/Leased Housing Program

- All vouchers and certificates on yearly ACC cycles

Per the agreement with HUD, the MTW program excludes the HANH's HOPE VI grants. While these programs are not included in the MTW Demonstration, HANH has incorporated relevant program information including key milestones and tasks into the Annual Report. Also, HANH is required to report separately on these programs to HUD pursuant to existing grant agreements.

MTW Local Goals

As described in the Moving To Work Annual Plan for Fiscal Year 2005, HANH has adapted the national MTW program goals to address the specific needs and conditions found in HANH's communities and the City of New Haven as a whole. The local goals established for the seven-year MTW program in New Haven include the following:

1. Transform HANH's existing public housing portfolio.
2. Expand housing choice in all areas of New Haven as well as areas surrounding New Haven while maintaining the City's level of subsidized, affordable housing at 30% of rental units.
3. Increase operating efficiency while improving marketability of HANH units.
4. Strengthen cooperative efforts with area service providers to address resident needs through assessment, service matching and intervention.
5. Create opportunities for economic development for HANH program participants.
6. Expand resident involvement initiatives to promote community input, resident and agency accountability.
7. Enhance HANH's management systems to ensure high performing agency status.

Over the course of the past year, HANH's MTW work plan has evolved in response to emerging opportunities and new management priorities. The remaining sections of this document summarize HANH's progress in accomplishing these ambitious goals.

Community Participation in MTW Planning and Implementation

HANH's Moving To Work program incorporates community participation in both planning and implementation initiatives. HANH has made concerted efforts to keep residents involved in the planning process so that the MTW initiative incorporates resident needs and priorities. In addition to ongoing resident participation initiatives, an MTW Advisory Committee, consisting of public housing residents and Section 8 participants, has been formed and meets regularly. Although Committee members do not always attend, residents from different developments are able to participate. The purpose of these meetings is to discuss specific goals for each development, the flexibility MTW provides, major redevelopment efforts and to solicit resident input and participation in the planning process and implementation of MTW plans. These meetings, held bi-monthly in different developments, continue to attract different residents each time.

Contents of the Fiscal-Year 2005 MTW Annual Report

HANH's Moving To Work Annual Report includes progress reports and updated performance statistics for the subject time period for all of the primary programs. The Annual Report includes statistics and summary narrative information for each of the following categories:

- Households Served
- Occupancy Policies
- Changes in the Housing Stock
- Sources and Amounts of Funding
- Uses of Funds
- Capital Planning
- Management Information for Owned/Managed Units
- Management Information for Leased Housing
- Resident Services

The “MTW Progress” section of this report provides an overview of major completed tasks, along with a listing of in progress work items, organized by the major goal areas.

MTW PROGRESS

Over the past fiscal year, HANH continued its MTW implementation efforts, consistent with the HUD and Board approved MTW Annual Plan for fiscal year 2005. As previously noted, HANH has established a work plan that builds on the MTW local goals. For each of the goal areas, major initiatives, tasks and subtasks have been identified and are periodically updated, modified or deleted as appropriate. The majority of tasks are multi-year initiatives that will be implemented over the course of the MTW demonstration period.

A summary of progress and major accomplishments related to the work plan is included below, including work undertaken and/or completed during the past fiscal year. Additional financial, occupancy and management performance data are included in other sections of the Annual Report. Major highlights from fiscal year 2005 include the following:

- The number of households served through the Housing Choice Voucher Program increased by 124, to a total of 3,369
- Over \$8.8 million in capital expenditures including hard and soft costs took place at properties throughout the City
- Victory Gardens, HUD 202 project, was completed
- Final phase of Monterey Place, Eaton Row, was completed (30 homeownership units)
- Phase I demolition of Quinpiac Terrace was completed and construction of 81 new rental units started
- Major renovations at CB Motley were completed
- Capital improvement construction activities continued at Newhall Gardens and Katherine Harvey developments
- Master Planning activities at Rockview and McConaughy were completed
- HANH supported statewide collaborative efforts to expand housing opportunities in non-impacted and suburban neighborhoods. HANH committed 121 Housing Choice Vouchers to this effort and awarded 60 project-based vouchers
- Resident Services staff was hired to implement necessary coordination of key services
- Family Self-Sufficiency (FSS) Program participation was increased by 33%

A summary of activities completed or underway for each of the major MTW goals and tasks follows.

Goal Area 1: Transform HANH's existing public housing portfolio

Major Initiative: Develop and implement strategies to address non-viable projects

- 1.1 Develop and implement plan to build new Victory Gardens rental and homeownership units to replace Winter Gardens**
 - Construction of Winter Gardens 202 elderly housing (by The Community Builders) was completed
- 1.2 Develop and implement plan for Monterey area properties including Sheffield Manor and St. Martin de Porres**
 - Due to funding constraints for development, HANH is considering disposition of both properties
- 1.3 Develop and implement revitalization plan for Quinnpiac Terrace and Riverview**
 - Phase I relocation was completed; some Phase II families who chose to move early were relocated as well
 - Completed remediation and demolition of Quinnpiac Terrace Phase 1
 - Began Phase I new construction of 81 rental units
 - A bridge loan for Phase I was not necessary since additional equity was raised
- 1.4 Develop and implement West Rock Master Plan including all five developments (Rockview, Brookside, Westville Manor, Ribicoff Cottages, and Ribicoff Extension)**
 - Completed masterplan for Rockview including draft pro forma
 - Executed inter-agency agreement with the City of New Haven for Brookside Phase I demolition
 - Secured Brookside demolition extension from HUD due to State statute 8-64a prohibiting HANH from moving forward at this time
 - Completed Brookside Phase I resident relocation
 - Solicited Program Management Services to include Phase 1 redevelopment activities at Rockview
 - Major renovations at Westville Manor were completed this fiscal year including sitework improvements and window replacement; due to funding constraints and other issues, HANH will not pursue partial demolition
 - HANH continued working with Westville Manor Quality of Life Committee
 - Roofing improvements were made to Ribicoff Cottages developments
- 1.5 Finalize strategy for scattered site Project 4-15 (County Street)**
 - 123-125 County Street were rehabbed and one unit is presently occupied; a

- resident is being identified for the second unit
- 127 County Street (a two-family house) is under renovation

1.6 Implement revised warehouse plan

- HANH executed a Purchase & Sale Agreement for acquisition of a centrally located warehouse as replacement for the Foxon Street warehouse

1.7 Develop strategic plan for long-term options and viability for William T. Rowe

- HANH committed \$2 million toward priority improvements identified for William T. Rowe; work has commenced

Major Initiative: Modernize all viable properties to highest feasible quality level

1.8 Implement modernization plan for C.B. Motley

- Completed renovations and re-occupied the development

1.9 Implement modernization plan for Newhall Gardens

- Continued renovations to Newhall Gardens; expected completion early fiscal year 2006

1.10 Implement modernization plan for Prescott Bush

- Developed and implemented resident relocation plan
- Prepared construction plans and documents, which are being revisited for recommended changes

1.11 Implement modernization plan for Katherine Harvey

- Selected contractor
- Commenced construction activities; expected completion second quarter fiscal year 2006

Major Initiative: Redevelop large properties in support of broader neighborhood revitalization initiatives

1.12 Prepare and implement redevelopment plan for McConaughy Terrace

- Ensured completion of Phase 2 UPAR work for construction of water playscape and basketball court
- Completed Master Planning activities for McConaughy Terrace

1.13 Implement Renovation Plan for Eastview Terrace

- Completed relocation of Phase I
- Awaiting finding from the State Department of Economic and Community Development regarding the public hearing held for Eastview renovation plan

Major Initiative: Create supportive housing opportunities for residents.

1.14 Expand Ruoppolo Manor extended day services supportive housing

program

- HANH worked together with ALSO-Cornerstone, Inc. to submit a grant proposal to the State's Department of Mental Health and Addiction Services (DMHAS) for supportive service funding to replicate the Ruoppolo Program at HANH's Robert T. Wolfe public housing development

1.15 Develop senior assisted living strategy

- More detailed investigation of this possible strategy has indicated that HANH should revise objective 1.15. The funding mechanisms and management needs of assisted living facilities make the combination of assisted living with public housing a poor match
- HANH's intent in establishing this objective was to increase housing opportunities for frail elderly and other families who need intensive services. To address this need, objective 1.15 should be revised to read, "Collaborate with medical services and other service providers to address the service needs of public housing residents who are frail elderly, or otherwise have intensive service needs, so that they may continue to live independently in the community as long as possible."
- HANH's Resident Services staff have been effective in building partnerships with homecare providers, including Continuum of Care, Inc., who have proven effective in helping frail elderly and other residents with intensive service needs, to handle daily living needs and coordinate with medical and clinical services. With additional Resident Services staff, funded under the 2004 ROSS RSDM Elderly-Disabled Grant (which became effective in June 2005), the Resident Services staff will be able to continue to identify residents in need of intensive services and to coordinate with appropriate service providers

1.16 Collaborate with ALSO-Cornerstone for supportive housing at 98 Park Street and/or Crawford Manor

- HANH supported ALSO-Cornerstone in successfully resolving the zoning issue with our neighbor, and ALSO-Cornerstone has completed its renovations
- HANH and ALSO-Cornerstone have established an initial comprehensive plan for the "Park Street Campus," which would provide a continuum of supportive housing opportunities, ranging from more intensive services provided in ALSO-Cornerstone's neighboring facilities, to more independent living in a mainstream environment with services provided at Crawford Manor. The implementation of the "Park Street Campus"—including seeking funding for supportive services at Crawford Manor—continues to be a long-term goal, but HANH has determined that the present priorities are to develop supportive service programs at our Robert T. Wolfe and William T. Rowe developments

1.17 Create mutually beneficial relationship with Crossroads including negotiating agreement for resident placements at Crossroads rehabilitation

facility and land sale to Crossroads for new facility

- The agreement with Crossroads provides priorities for families referred by HANH for treatment. The Crossroads facility is particularly advantageous because it is one of the few in-patient treatment facilities that provide for parents with children. It will be an invaluable resource to HANH's 2004 ROSS RSDM-Family grant program (effective 9/22/05). Grant program staff have been informed of this resource, as has HANH's Legal staff

1.18 Utilize project based Section 8 to create supportive housing and affordable housing opportunities in suburban, non-impacted areas

- During FY2005, HANH increased its commitment of PBV voucher assistance for the development of supportive housing units for persons with disabilities to 182 total vouchers. (Through a 2001 RFP, HANH committed PBV assistance to 42 units of supportive housing that are under HAP contracts, which leaves 140 PBV units available for award for supportive housing.) This number corresponds to the number of units designated for elderly residents only. In addition, HANH wished to increase its commitment of PBV assistance for supportive housing as part of our collaboration with city and state partners in our shared goal of increasing supportive housing resources to reduce and prevent homelessness
- HANH issued a revised RFP for PBV assistance, which reflected HANH's priority for supportive housing. HANH received 4 proposals totaling 51 supportive housing units. One proposal was determined to provide insufficient services. Two selected proposals (11 total units) are currently being reviewed by HUD. The fourth proposal (submitted on 9/30) (10 total units) is still in the HANH proposal review process because HANH has requested additional information from the proposer
- HANH participated in a statewide PBV collaborative intended to foster regional development of affordable housing through pooled PBV vouchers and a shared RFP process. HANH committed its 121 *Cisneros* vouchers, which were intended to be used for PBV assistance in "non-impacted" neighborhoods, including suburban communities. As part of this statewide PBV collaborative, HANH selected 1 proposal to provide PBV assistance to 60 units of elderly/disabled housing to be newly constructed in the Westville neighborhood (a "non-impacted" neighborhood) of New Haven. HUD is reviewing this proposal

Major Initiative: Designate selected properties as "elderly only" buildings

1.19 Implement elderly designation procedures for HUD-approved elderly-designated sites as each development is renovated and returns on-line

- During FY 2005, renovations were completed in Constance Baker Motley, one of the four HANH-managed elderly-designated developments. HANH has implemented elderly-designation procedures for this development. All residents who had been occupants at the time of designation, and who had relocated as a result of the renovations but wished to return to CB Motley have been re-housed in the development. HANH has established and

- advertised new site-based waiting lists for our 4 elderly-only sites
- Three additional developments that are designated for elderly residents remain under construction. HANH will implement the elderly designation for these 3 developments when they return on-line

1.20 Consider elderly designation plan for fifth site

- HANH intends to consider whether or not to pursue elderly designation of a fifth site after we have reviewed the outcomes and effects of the existing designation plan. HANH will monitor and review the demand and impact of the existing elderly designation plan in order to consider whether or not HANH wishes to request elderly designation for an additional site.

Major Initiative: Implement enhanced security, safety, and management at HANH developments

1.21 Implement recommendations resulting from SPARTA report to enhance safety and stability of HANH communities

- Completed security upgrades in mixed population highrise buildings
- Finalized security plans, based on the SPARTA report; HANH is in the process of hiring a new Chief of Security who will implement the security plans for HANH family developments

1.22 Expand Ruoppolo building attendant program to additional sites

- Candidates were identified for building attendant positions at Fairmont and Val Macri. The new Chief of Security will ensure the positions are filled at both sites

1.23 Implement expanded security and resident orientation programs in collaboration with Tenant Resident Councils and New Haven Police Department

- The Asset Managers continue attending Tenant Representative Council meetings in response to Quality of Life issues
- Orientation program materials and orientation sessions will be developed and implemented in early FY06

Major Initiative: Identify new opportunities for mixed-income housing to replace non-viable public housing units

1.24 Expand homeownership opportunities through agreement with Habitat for Humanity

- Completed assignment of lots to Habitat and started construction of the three units; the units were completed early in FY06

1.25 Identify and secure development opportunities using diverse funding sources

- Prepared financing options for several developments, for which some include bond financing as a possibility
- Reconfigured design for Eastview in order to increase the number of units

and generate additional funds; LIHTC and Section 8 project based vouchers may be used in this effort

- Prepared Memorandum of Agreement between HANH and Glendower to document responsibilities of each party; Glendower is HANH's affiliated non-profit, which will be utilized in development activities

Goal Area 2: Expand housing choice in nearby communities while maintaining City's level of subsidized, affordable housing at 30% of rental units

Major Initiative: Reduce concentrations of poverty within New Haven's boundaries

2.1 Complete development and/or acquisition of Elm Haven scattered site units

- Awaiting HUD approval of turnkey contract for Fulton Street
- Obtained building permits for Dell Drive; expected start date second quarter FY06
- Defined management approach for scattered site units; issued a solicitation to procure an alternate management entity

2.2 Enhance mobility counseling and outreach to owners to support expanded housing choice and increase the number of leased units in non-impacted areas

- Developed assessment of New Haven and surrounding communities to identify non-impacted areas
- Held a quarterly landlord marketing workshop

Goal Area 3: Increase operating efficiency while improving marketability

Major Initiative: Implement asset management approach for HANH developments

3.1 Establish site based waiting lists to support development choice

- Every household on HANH's General Occupancy waiting list was mailed a form to choose up to three developments that were their preferred choices. When applicants reach the top of the waiting list, they are offered units from the particular developments they selected

3.2 Implement asset management protocols for Alternative Management Entities (AMEs)

- Established management standards and requirements for a solicitation issued to procure an Alternate Management Entity for scattered sites

3.3 Define overall management performance measures and standards

- Identified necessary organizational improvements, including need for a Deputy Director of Operations who will work with a newly appointed Director of Operations to develop tracking systems and protocols for measuring performance according to management benchmark standards

3.4 Implement ESCO energy performance based contract system

- Continued work on finalizing energy audit
- Set-up an energy performance committee (including the Director of Finance and Director of Planning, Redevelopment and Modernization) to continue work on this effort

3.5 Implement enhanced quality control systems for maintenance delivery

- Established central QC team to perform pre-REAC inspections

Major Initiative: Improve responsiveness to customer concerns including upgrading Customer Service Center operations

3.7 Revise rent systems including conducting an assessment of revised rent structures to promote economic self-sufficiency

- Changes to the Admissions and Continued Occupancy Policy were discussed internally; HANH may consider changes in the next fiscal year

3.8 Refine existing bi-annual recertification process for residents who are disabled and/or elderly

- Implemented agreed upon improvements

3.9 Improve awareness of and compliance with ADA and Fair Housing regulations and policies

- During FY05, HANH prepared for a RIM review of all HANH policies, procedures, and files, which required significant revisions to the documents, including revisions to ensure compliance with fair housing laws and other laws related to fair housing for persons with disabilities. As part of the RIM review, HANH's policies and procedures were thoroughly reviewed by HUD for compliance with federal regulations. HANH continues to pursue training and other opportunities to increase staff's awareness of fair housing requirements for persons with disabilities

3.10 Assess feasibility of conducting site-based recertifications

- Due to changes in operations, this goal will be revisited in the next fiscal year

3.11 Establish and monitor customer service performance measures

- The Operations department developed customer satisfaction survey, which will be implemented in the next fiscal year
- The Service Center implemented a staff training program

3.12 Continued to explore opportunities for paperwork reduction and use of enhanced technology through a presentation provided by Ikon sales staff

Major Initiative: Implement enhancements to Section 8 that will improve program operations and support the agency's overall affordable housing delivery strategy

3.13 Review and assess current staffing and resource needs for Section 8 inspections

- Implemented improved procedures for contractor inspection and quality control
- Reviewed upgrade to hand held inspection computers; working to implement this change in the next fiscal year

3.14 Update rent reasonableness database

- Reviewed results of rent reasonableness update and implemented revised payment standards

3.15 Expand housing choice opportunities for Section 8 program participants including persons with disabilities

- Plan to provide outreach, and possibly, incentives to owners to make existing apartments ADA accessible in the next fiscal year

Goal Area 4: Strengthen cooperative efforts with service providers to increase resident self-sufficiency and address resident needs through assessment, service matching, and intervention

Major Initiative: Enhance capacity to provide employment, training, and supportive services and service referrals for residents

4.1 Enhance and expand Family Self Sufficiency Program operations

- Conducted regular outreach activities to maintain program size (see Resident Services section of this report for more information)
- Revised HANH's FSS Action Plan to more effectively address program goals and participant needs, with a particular focus on fostering success through participants' ownership of (and accountability for) their families' self-sufficiency goals
- Developed and implemented a set of FSS intake eligibility criteria to ensure that FSS program resources are targeted to families most ready to benefit and succeed
- Expanded participation of service agency partners on Program Coordinating Committee
- Enhanced one-on-one case management to help participants maintain steady progress in achieving their FSS goals; hired Residents Services support staff
- Held monthly FSS workshops on topics relevant to many participant families' self-sufficiency goals (e.g., budgeting and financial management, life skills-related subjects, etc.)
- Worked with HOME, Inc. to develop and implement effective procedures for referral and preference for scattered site units for FSS participants who have successfully been in the program for at least one year

4.2 Increase homeownership opportunities for HANH participants through the FSS and SEHOP programs

- Continued to provide pre-purchase homeownership training and counseling services to 10-15 public housing FSS participants (funded by the HUD ROSS

- grant)
 - Provided pre-purchase homeownership training and counseling services to over 20 Section 8 FSS participants
 - Continued to assist FSS participants in accessing IDA programs and other available resources to support future homeownership
 - Helped 2 FSS participants become first-time homeowners during FY05 (original goal was to help 4)
- 4.3 Expanded resident access to case management, social services and economic opportunities; hired Resident Services Manager and support staff**
- 4.4 Expand Section 3 and job opportunities**
- Maximized Section 3 opportunities in HOPE VI Quinnipiac Terrace Phase I, exceeding the goal for the first phase; a model Section 3 plan has been developed, which can be used in other projects; tracking tools are in place
- 4.5 Continued implementation of plan to comply with federal Community Service requirements**
- 4.6 Develop and implement revised plan for the provision of services to HANH residents**
- In June and September, HANH and HUD executed Grant Agreements for two HUD ROSS RSDM grants, one serving families and the other serving elderly and disabled
 - HANH has hired three full time staff to coordinate resident services to public housing residents and they have started implementation of the grant proposals and work plans. HANH also hired a Resident Services Coordinator for Monterey Place

Goal Area 5: Create opportunities for economic development for HANH program participants

Major Initiative: Support the creation of resident equity development and business creation

- 5.1 Implement support programs for Section 3, MBE/WBE and resident business development**
- The procurement policy and procedures were revised to encourage successful MBE/WBE bids
 - Resident Services staff is in place and will lead the outreach efforts to recruit and inform residents about the revolving loan fund for resident owned businesses

Goal Area 6: Expand resident involvement initiatives to promote community input, resident and agency accountability

Major Initiative: Enhance opportunities for resident involvement in development and management decision-making

- 6.1 Involve residents in all major redevelopment, modernization and master planning initiatives**
 - Post-construction walk-through committees of staff and residents to review major renovations and development work have been established and will continue as projects are completed
 - Presentations on redevelopment and other initiatives are made at the MTW meetings
- 6.2 Involve residents in MTW planning and implementation activities**
 - Continued regular MTW Advisory Committee meetings and Interim Executive Director established quarterly meetings throughout the developments in consultation with VOICES President and TRCs
- 6.3 Continued Resident Stipend Program to provide service opportunities for residents in over ten developments**
- 6.4 Provide ongoing technical assistance for resident leadership development activities**
 - HANH does not receive funding to support Resident Participation Funding, but HANH made a commitment to support these activities because HANH believes that effective resident participation is critical to HANH's planning and operations. HANH has established procedures for TRCs to access funding for Resident Participation activities
 - HANH has also committed some funding to provide annual budgets for TRCs for community activities (such as holiday parties and other community events). The availability of TRC Annual Budgets gives each TRC some capacity to plan community activities and thus to build resident participation

Goal Area 7: Enhance HANH's management systems to ensure High Performing agency status

Major Initiative: Implement improvements to financial management and budgeting systems

- 7.1 Establish formal budget development and review process**
 - Staff and the Board continue working on the budget process following a detailed schedule that assures timely completion of budget submissions
- 7.2 Strengthen analysis role of Finance Department and Performance Auditor**
 - A quality control team was assembled to conduct quality assurance checks on files and respond to audit findings
 - Finance Department and Performance Auditor will continue taking appropriate steps to implement corrective actions when necessary

7.3 Develop and implement Audit Plan

- Internal audit functions ceased while the Performance Auditor serves as Interim Director of Operations; audit plan will be developed and implemented in FY06

Major Initiative: Implement improvements to Human Resources Management systems

7.4 HANH plans to implement a revised performance evaluation system in the next fiscal year

7.5 Conduct an assessment and implement required changes to benefits package

- A proposed revised benefits package was prepared and is under review internally
- Discussed concerns regarding lack of equity around comp time and recommendations will be made in early FY06

Major Initiative: Monitor and report on MTW and overall agency performance

7.6 Develop and implement MTW work plan tracking system

- Produced required reports for MTW Annual Plans and Reports
- Implemented internal schedule for MTW Annual Plan and Report preparation process
- Engaged TAG Associates to review our MTW program and provide recommendations as our local MTW evaluation strategy

7.7 Develop post-MTW transition plan including identification of budget and performance targets

- Developed plan for moving from FY04 deficit to post-MTW balanced budget; continued working to identify alternative funding sources and ways to reduce expenses

7.8 Establish routine, formal performance reporting system for agency operations

- Continued work with our internal IT department and consultants to identify resources and additional report needs including MTW and other reports

Major Initiative: Modify Central Office to address current and projected space needs

7.9 Develop and implement space utilization and construction plan

- Expanded Human Resources area providing two private offices
- Expanded Executive area providing private offices for the legal department and designated administrative staff areas; installed new heat/air HVAC units and renovated the Executive Director's office and conference room

7.10 Implement central filing system for all applicant and participant files

- Continued to ensure that all files remain complete and up-to-date
- Implemented a plan for archiving vacated and inactive files

HOUSEHOLDS SERVED

This section of the MTW Annual Report provides information on the number, types and income sources of households served by HANH during the most recent fiscal year. The information reported for the beginning of fiscal year 2005 corresponds to the information reported for the end of fiscal year 2004 since it's the closest timeframe as opposed to report on what was included in the 2005 plan which is submitted 90 days prior to the start of the fiscal year.

The following chart presents information on family households served during Fiscal Year 2005 in HANH's public housing program by bedroom size. The chart compares a profile of family households served as of the beginning of fiscal year 2005 and at the end of the fiscal year. The charts below include information on household incomes, race and ethnicity. The net decrease in family households served reflects the continuing modernization and revitalization activities.

Demographic Profile Of Family Public Housing Households

	Beginning FY05	Ending FY05	Increase or Decrease
Total Number of Households	988	926	-62

Household Income

Extremely Low Income (0-30% of MHI)	822	775	-47
Very Low Income (30-50% MHI)	126	107	-19
Low Income (50-80% MHI)	37	38	1
Moderate (Above 80% MHI)	3	6	3
Total	988	926	-62

Race/Ethnicity

White	45	180	135
Black	732	724	-8
American Indian	0	0	0
Asian	2	22	20
Unspecified	47	0	-47
White Hispanic	127	0	-127
Black Hispanic	8	0	-8
Am. Indian Hispanic	0	0	0
Asian Hispanic	27	0	-27
Total	988	926	-62

Household Size

0 Bedroom	0	4	4
1 Bedroom	7	14	7
2 Bedrooms	445	404	-41
3 Bedrooms	395	373	-22
4 + Bedrooms	141	131	-10
Unspecified	0	0	0
Total	988	926	-62

The following chart presents information on elderly households served during fiscal year 2005 in HANH's public housing program by bedroom size. The chart compares a profile of elderly households served as of the beginning of the fiscal year and at the end of the fiscal year. A net decrease of 35 elderly households is reflected due to relocations associated with the elderly-only renovations. The charts below include information on household incomes, race and ethnicity.

Demographic Profile of Elderly Public Housing Residents

	Beginning FY05	Ending FY05	Increase or Decrease
Total Number of Households	749	714	-35

Household Income

Extremely Low Income (0-30% of MHI)	669	649	-20
Very Low Income (30-50% MHI)	70	54	-16
Low Income (50-80% MHI)	9	10	1
Moderate (Above 80% MHI)	1	1	0
Total	749	714	-35

Race/Ethnicity

White	122	225	103
Black	429	480	51
American Indian	1	2	1
Asian	3	7	4
Unspecified	93	0	-93
White Hispanic	86	0	-86
Black Hispanic	1	0	-1
Am. Indian Hispanic	1	0	-1
Asian Hispanic	5	0	-5
Total	741*	714	-27

Household Size

	Unit Size	Unit Size	
0 Bedroom	452	427	-25
1 Bedroom	292	283	-9
2 Bedrooms	5	4	-1
3 Bedrooms	0	0	0
4 Bedrooms	0	0	0
Total	749	714	-35

*Race/Ethnicity total at the beginning of the fiscal year is off by 8 due to individuals who did not identify their race/ethnicity.

The next chart presents information on households served during fiscal year 2005 in HANH's **Section 8 and Housing Choice Voucher Program** by bedroom size. Note that HANH increased the number of households served by 124.

Demographic Profile of Section 8/HCV Participants

	Beginning FY05	Ending FY05	Increase or Decrease
Total Number of Households	3245	3369	124

Household Income

Extremely Low Income (0-30% of MHI)	2520	2615	95
Very Low Income (30-50% MHI)	595	590	-5
Low Income (50-80% MHI)	127	152	25
Moderate (Above 80% MHI)	3	12	9
Other	0	0	0
Total	3245	3369	124

Race/Ethnicity

White	369	1209	840
Black	1845	1990	145
American Indian	4	9	5
Asian	6	160	154
Native Hawaiian/Other	0	1	1
White Hispanic	748	0	-748
Black Hispanic	95	0	-95
Am. Indian Hispanic	5	0	-5
Asian Hispanic	174	0	-174
Total	3246*	3369	123

Unit Size

Unit Size	Unit Size	Unit Size	
0	104	108	4
1	515	531	16
2	1167	1249	82
3	1124	1153	29
4 +	323	328	5
Total	3233**	3369	136

*Race/Ethnicity total at the beginning of the fiscal year is off by 1 due to a selection of two classifications by an individual. **The unit size information at the beginning of the fiscal year is off by 12 due to data errors.

The following charts provide information on the current waiting list including bedroom size distribution, family/elderly distribution, race and ethnic composition, and income distribution.

The following chart provides demographic information on families on HANH's public housing waiting list.

Demographics of Public Housing Families on the Waiting List

	Beginning FY05	Ending FY05	Increase or Decrease
Total Number of Households	1593	1405	-188

Household Income

Extremely Low Income (0-30% of MHI)	1544	1333	-211
Very Low Income (30-50% MHI)	39	62	23
Low Income (50-80% MHI)	99	10	-89
Other	1	0	-1
Total	1683*	1405	-278

Race/Ethnicity

White	369	1059	690
Black	346	340	-6
American Indian	0	1	1
Asian	1	2	1
Unspecified	0	3	3
White Hispanic	861	0	-861
Black Hispanic	15	0	-15
Am. Indian Hispanic	0	0	0
Asian Hispanic	1	0	-1
Total	1593	1405	-188

Household Size

0 Bedrooms		1	1
1 Bedrooms		549	549
2 Bedrooms		496	496
3 Bedrooms		263	263
4 + Bedrooms		96	95
Total	1593	1405	-188

* The household income information at the beginning of the fiscal year is off by 90 due to data errors.

The following chart provides demographic information on elderly households on HANH's public housing waiting list. The waiting list for elderly households decreased during the past year as households were moved in to the newly renovated CB Motley.

Demographics Of Elderly/Disabled Households On The P.H. Waiting List

	Beginning FY05	Ending FY05	Increase or Decrease
Total Number of Households	666	645	-21

Household Income

Extremely Low Income (0-30% of MHI)	658	634	-24
Very Low Income (30-50% MHI)	8	10	2
Low Income (50-80% MHI)	0	1	1
Other	0	0	0
Total	666	645	-21

Race/Ethnicity

White	312	398	86
Black	179	195	16
American Indian	0	1	1
Asian	0	1	1
Unspecified	0	50	50
White Hispanic	193	0	-193
Black Hispanic	8	0	-8
Am. Indian Hispanic	0	0	0
Asian Hispanic	1	0	-1
Total	693	645	-48

Household Size

0 Bedrooms		389	
1 Bedroom		255	
2 Bedrooms		1	
3 Bedrooms		0	
4 Bedrooms		0	
Total	666	645	-21

*Race/Ethnicity total at the beginning of the fiscal year is off by 27 due to a selection of multiple classifications by individuals.

The following chart provides demographic information for the Section 8 waiting list, which shows an increase of 735 applicants.

Demographics of Section 8 Families on the Waiting List

	Beginning FY05	Ending FY05	Increase or Decrease
Total Number of Households	802	1537	735

Household Income

Extremely Low Income (0-30% of MHI)	606	1419	813
Very Low Income (30-50% MHI)	160	97	-63
Low Income (50-80% MHI)	33	21	-12
Other	3	0	-3
Total	802	1537	735

Race/Ethnicity

White	84	494	410
Black	294	499	205
American Indian	0	4	4
Asian	4	4	0
Unspecified	0	536	536
White Hispanic	390	0	-390
Total	772	1537	765

*Race/Ethnicity total at the beginning of the fiscal year is off by 30 due to applicants who did not identify their race/ethnicity.

HOUSING STOCK/INVENTORY

As projected in the FY05 Annual Plan, HANH's Public Housing Inventory decreased from 2,687 to 2,540, which reflects demolition of Quinnipiac Terrace Phase I, and the completion of renovations to CB Motley, which included conversion of efficiencies into one-bedroom units. Current inventory by bedroom size is shown below.

Units In Inventory By Bedroom Size

	0	1	2	3	4	5	6	7	Total
425 EASTERN STREET	0	0	0	16	0	0	0	0	16
ABRAHAM RIBICOFF COTTAGE	0	40	0	0	0	0	0	0	40
ABRAHAM RIBICOFF COTTAGES	31	49	0	0	0	0	0	0	80
BROOKSIDE	0	0	163	112	15	2	2	1	295
CHAMBERLAIN COURT	0	0	0	6	1	0	0	0	7
CHARLES T. MCQUEENEY	128	22	0	0	0	0	0	0	150
CONSTANCE B. MOTLEY	26	37	0	0	0	0	0	0	63
DAVID L. ECHOLS COURT	0	0	0	11	0	0	0	0	11
EASTVIEW TERRACE	0	0	18	72	46	6	0	0	142
ESSEX TOWNHOUSES	0	0	15	12	8	0	0	0	35
FAIRMONT HEIGHTS	42	56	0	0	0	0	0	0	98
FARNAM COURTS	1	7	136	73	24	0	0	0	241
FULTON PARK	0	0	0	12	0	0	0	0	12
GEORGE CRAWFORD MANOR	52	52	5	0	0	0	0	0	109
JUSTICE LANDING	0	0	0	8	0	0	0	0	8
KATHERINE HARVEY TERRACE	9	14	0	0	0	0	0	0	23
KINGSWOOD	0	0	0	12	0	0	0	0	12
MATTHEW RUOPPOLO MANOR	93	23	0	0	0	0	0	0	116
MCCONAUGHY TERRACE	0	0	165	29	7	0	0	0	201
NEWHALL GARDENS	10	26	0	0	0	0	0	0	36
PRESCOTT BUSH	23	29	8	0	0	0	0	0	60
QUINNIPIAC TERRACE	0	0	69	18	6	0	3	0	96
ROBERT T. WOLFE	76	14	2	0	0	0	0	0	92
SCATTERED SITE	0	0	0	35	9	4	1	2	51
SCOTT RIDGE	0	0	0	16	0	0	0	0	16
ST. ANTHONY I	0	0	0	12	0	0	0	0	12
ST. ANTHONY II	0	0	0	17	0	0	0	0	17
VALENTINA MACRI COURT	11	6	0	0	0	0	0	0	17
VALLEY TOWNHOUSES	0	0	9	16	13	2	0	0	40
WAVERLY TOWNHOUSES	0	0	23	19	10	0	0	0	52
WESTVILLE MANOR	0	0	36	70	28	17	0	0	151
WILLIAM T. ROWE	139	37	0	0	0	0	0	0	176
WINSLOW CELENTANO	32	32	1	0	0	0	0	0	65
Total	673	444	650	566	167	31	6	3	2,540

OCCUPANCY POLICIES

Changes to the Housing Authority's Section 8 Administrative Plan and Admissions and Continued Occupancy Policy were discussed during fiscal year 2005. A public hearing will be held regarding potential changes, which will be submitted for Board approval prior to submission to HUD. No changes were made to the documents during fiscal year 2005.

SOURCES AND AMOUNTS OF FUNDS

HANH has estimated operating reserves at \$13.3 million (year-end close-out process has not concluded) and cash reserves of \$56.8 million. The MTW plans for redevelopment obligate the use of a majority of the reserves to meet HANH's MTW objectives. HANH's operational needs require that the agency maintain an adequate reserve to ensure at least six months of fiscal operations at the conclusion of MTW and funding is set aside for that purpose.

USES OF FUNDS

CAPITAL PLANNING

During Fiscal Year 2005, HANH continued its extensive, citywide program to address longstanding physical distress conditions at family and elderly developments. In addition to modernization activities, major redevelopment activities occurred as noted below. The following pages provide detailed information on FY 2005 Anticipated and Actual Expenditures. Note that over \$8.8 million in hard and soft cost capital expenditures occurred in FY 2005.

MANAGEMENT INFORMATION: OWNED HOUSING

A. VACANCY RATES

HANH's goal for vacancies is to create and maintain an effective vacancy turnover process that provides management tools and incorporates sufficient accountability to ensure good vacant unit management. During the past year, a major challenge has been coordinating an ambitious program of modernization, which involves holding a substantial number of units vacant both for modernization itself, as well as for the relocation of households from units scheduled for renovation.

For the purpose of calculating vacancy rates, the following are excluded from the total of 2,540 units in HANH's current housing stock:

- 467 units for which demolition approved and phase down funding accepted
- 52 units which have been converted (no longer exist as separate units)
- 25 units reserved for non-dwelling purposes
- 12 units reserved for police officers in residence

This leaves 1,984 units as potentially lease-able, the basis number for calculating the vacancy rate. It should be noted that of these units, another 262 were held vacant for substantial modernization work during all or some of fiscal year 2005. These modernization projects include the comprehensive modernization of three elderly-only developments and the comprehensive modernization of Eastview Terrace. These units will be deducted from the potentially lease-able total of 1,984 for the projected duration of modernization work (note that some of these units will be converted as part of modernization, and will, therefore, not return to the lease-able total). With a potentially lease-able total of 1,722 units, HANH's current occupancy of 1,640 households represents an occupancy rate of approximately 95%.

During FY 05 HANH maintained the current system of vacancy tracking and accountability, developed during FY04, which includes the following activities:

- Weekly vacancy meetings with Service Center and Asset Management staff
- Assign projected ready dates to every unit vacated within 5 working days of move-out
- Set unit status to reflect the person responsible for completion of vacancy prep (e.g. contractor vs. in-house maintenance staff etc.)
- Reserve units through the Service Center 5 working days prior to projected ready date
- Lease-up units through Asset Management staff within 5 working days of actual ready date
- Issue monthly performance indicator reports tracking vacancy management performance

As always, HANH's primary, agency-wide activity for addressing vacancies is to reduce move-out rates and increase move-in rates by developing strategies for increasing the market competitiveness of our public housing stock, including capital improvements, improved maintenance services and curb appeal.

HANH has also formed a vacancy reduction team to work specifically on the backlog of vacancies to bring units on-line and improve our vacancy turn-around-time.

B. RENT COLLECTIONS

HANH's goal for fiscal year 2005 was to increase the rent collection rate from 96% to 97% and maintain an effective rent collection process that ensures budgeted targets are met. These FY05 goals were achieved.

C. WORK ORDERS AND INSPECTIONS

HANH's goal is to create and maintain an effective work order system that ensures compliance with work order reduction efforts and inspections. Information regarding work orders will be submitted by separate cover within twenty (20) business days as HANH's Operations department needs to confirm the number of turnaround days reported by the system by verifying the information manually.

Description of inspection strategy:

The UPCS Housing Inspectors will conduct annual inspections on all Dwelling Units, Common Areas Building Exterior, Systems and Sites. Central Maintenance will conduct the Risk Management Inspections. Each occupied unit will be inspected and deficiencies will be noted. The inspection forms have been modified to allow inspectors to give more detailed information. In addition, an internal REAC inspection team has been assembled.

- **Planned inspections (% for FY04) by category:**

- Annual – 100%

- UPCS Quality Control – 100%

D. SECURITY ISSUES AND PROPOSED ACTIONS

HANH developed security strategies for each development to assure stable and safe communities. During FY05, HANH lost its Chief of Security to another organization and is in the process of interviewing potential candidates. The position should be filled in second quarter FY06.

FY05 activities included:

- Building on the report from Sparta Security Consultants evaluating security status of all HANH properties, continue to develop and modify comprehensive portfolio strategy under the leadership of HANH's Chief of Security.

- Expanding Building Attendant program to all high-rise elderly and disabled buildings.
- Implementing comprehensive capital security improvements in all high-rise buildings and in the elderly-only development that came back on-line from modernization.
- Designing capital security improvements for family developments including camera systems, fencing, lighting and environmental design features.
- Continuing vigorous lease enforcement efforts by Asset Management staff targeting nuisance and safety offences through housekeeping inspections of every residence at least once per year.
- Continuing active enforcement of parking and towing policy to prevent unauthorized vehicles from making use of HANH properties.
- Maintaining monthly meetings between Asset Managers, HANH's Chief of Security and NHPD Liaison officer to review all police reports generated in HANH developments, pursuing lease enforcement action as appropriate and enforcing HANH's 1-strike eviction policy for drug related and violent criminal activity.
- Tracking lease enforcement and property management efforts through a monthly "Management Activity Report" by Asset Management District.
- Maintaining "extra duty" policing program whereby HANH contracts with NHPD for extra police coverage targeted at locations and times when results will be most beneficial.
- Building from full coverage in HANH's elderly disabled portfolio, working to expand police officer in residence program into HANH's family developments.

MANAGEMENT INFORMATION: LEASED HOUSING

A. SECTION 8 LEASING

HANH's MTW Agreement covers 4,287 vouchers, which includes 491 vouchers authorized for West Rock activities, and 3,796 vouchers for other MTW program purposes. Of the 3,796 available vouchers, the 3,369 leased households represent a utilization rate of 89%. HANH projected increasing the utilization rate by 3% each year with the objective of increasing to 91% by the end of FY05; unfortunately, this goal was not achieved since additional vouchers were included in the MTW pool. The balance of HANH's budget authority is committed to other authorized purposes as provided in HANH's MTW Agreement and its Annual Plans.

HANH's aggressive redevelopment and modernization activities, involving temporary or permanent relocation, require that HANH reserve a number of vouchers for households who have elected relocation with Section 8 assistance. These households receive housing search assistance through private contractors due to the sensitive nature of their displacement and are eligible to receive extensions on their vouchers beyond the current 120-day voucher expiration. In addition, HANH has committed vouchers toward project-based development of affordable housing, as described further below.

B. INSPECTION STRATEGY

HANH continued to conduct annual HQS inspections on 100% of leased units, as well as perform pre-contract HQS inspections on 100% of proposed units during fiscal year 2005. HANH continues to contract annual and initial HQS inspections with the Livable Cities Initiative (LCI) office of the City of New Haven. HANH staff has been HQS certified so that HANH can assist in conducting initial HQS inspections and special inspections in-house. HANH will continue conducting Quality Control inspections.

C. SECTION 8 PROJECT BASED INITIATIVES

Since the inception of HANH's Moving to Work status, one of HANH's objectives has been to support the development of additional supportive housing resources in our community, in particular through project-based Section 8 assistance. In prior years, HANH executed HAP contracts for 42 units in four supportive housing programs that provide on-site case management and services to assist persons with disabilities.

During FY2005, HANH's Board approved a commitment of 182 total vouchers for project-based assistance targeted to housing for persons with disabilities. HANH's priorities are supportive housing and accessible housing. HANH issued an RFP, we have selected 2 proposals with 11 total units of supportive housing. We received a third proposal, for 10 additional units of supportive housing, which staff are still reviewing.

During the past few years, HANH participated in a statewide collaborative for regional housing development with project-based Section 8 assistance. HANH committed 121 vouchers to the statewide collaborative process; these vouchers were provided as a result of the Cisneros settlement to expand housing choice for use in non-impacted neighborhoods. The collaborative issued its RFP quarterly. As part of this statewide process, HANH awarded 60 vouchers to support a new housing development in New Haven's Westville neighborhood, one of the city's more prosperous neighborhoods. With various changes to Section 8 funding, other housing authorities have not been able to maintain voucher commitments to the statewide PBV collaborative, and the collaborative is no longer active.

RESIDENT SERVICES

As a Moving to Work agency, the focus of HANH's resident program activities has been to promote public housing residents' self-sufficiency and independent living, with a particular focus on helping residents obtain employment and homeownership opportunities. During fiscal year 2004, HANH was engaged in planning and transition activities to adapt to the exhaustion of Public Housing Drug Elimination Program funds, which funded the majority of HANH's social services during previous years. In addition, during fiscal year 2004, HANH was engaged in planning and transition activities leading to in-house administration of resident services, formerly administered by the Alliance for Strong Communities, Inc. During fiscal year 2005, HANH hired a Resident Services Manager and additional staff to implement in-house coordination of resident services programs, which have many of the same goals and objectives of prior years.

Specific goals achieved during the fiscal year are reported under the MTW Progress section of this report. HANH continued working toward efforts to meet its priority objectives for resident programs, which included the following:

- Hiring staff for in-house resident services with a focus on (1) elderly and disabled services, (2) recreation and other youth services, and (3) family services.
- Enhancing the existing Family Self-Sufficiency program, with a particular focus on promoting employment and homeownership opportunities.
- Expanding supportive housing services, particularly for current public housing residents.
- Building an effective system for service referrals for at-risk residents whose service needs are identified through routine property management functions.

The Family Self Sufficiency (FSS) program provides intensive counseling and case management services to help participant families achieve their self-sufficiency goals. During the past year, FSS staff has provided on-going monthly workshops, held an open house for potential purchases, and increased program enrollment by 33%. FY 2006 goals include enhancing the one-on-one case management supports for current participants, and revising the FSS Action Plan to foster participants' ownership of and accountability for their self-sufficiency goals, with a particular focus on supporting education, employment and homeownership opportunities.

During FY 2003, HANH implemented a Section 8 Homeownership Program (SEHOP), which allows Section 8 voucher holders to use their Section 8 housing assistance toward mortgage and other homeownership related costs. HANH's SEHOP program is available to FSS participants who wish to become first-time homeowners, and who have satisfied all SEHOP requirements (including income, employment, homeownership training, and other requirements). Since the implementation of the program, seven families have become first-time homeowners. HANH is working with several families and expects that six additional families will close and become first-time homeowners in the next year.

HANH was awarded a HUD ROSS HSS grant to provide homeownership supportive services to public housing residents who are participants in the FSS program and who wish to become homeowners. HANH has hired staff and contracted with a pre-purchasing homeownership-training provider in order to implement this grant. The

contractor provides pre-purchase homeownership training, counseling, and supportive services to public housing FSS participants. During fiscal year 2005, HANH conducted an intensive campaign to recruit public housing residents for the FSS Program. As a result, public housing resident participation in the FSS Program increased from 19 in fiscal year 2004 to 30 in fiscal year 2005. HANH's FSS staff will continue their outreach efforts to recruit other public housing FSS participants to help prepare them for intensive services during fiscal year 2006 and subsequent years.

Newly hired Resident Services Coordinators work alongside existing Tenant Resident Councils (TRCs) to increase identification of their particular developments' needs. This partnership also allows for greater access and outreach to residents and increases the level of trust between HANH and residents. It also provides an opportunity for residents to be involved in the progress of their community, peers and themselves. Resident Services Coordinators also work to help develop new leadership in developments where there are no established groups in an effort to better facilitate service provision, self-sufficiency, and ultimately individual determination and empowerment.

APPENDIX 1: RESIDENT SURVEY

Under the MTW Agreement, HANH is required to provide the results of the PHAS Resident Survey or the equivalent as determined by HUD. The fiscal year 2005 PHAS survey results are not available at this time, but will be forwarded to HUD as soon as they become available.

APPENDIX 2: INDEPENDENT AUDIT REPORT

APPENDIX 3: BOARD APPROVAL

MEMORANDUM

TO: All Members, Board of Commissioners

FROM: Regina L. Winters, Interim Executive Director

DATE: November 22, 2005

RE: Approval of MTW Annual Report FY05

ACTION: Recommend that the Board of Commissioners adopt Resolution Number 11-119/05-R.

TIMING: Immediate

DISCUSSION: As a Moving to Work (MTW) agency, HANH is required, in lieu of the one- year/five year Housing Agency Plan, to provide an Annual MTW Plan and an Annual MTW Report. At this time HANH submits for Board approval the MTW Annual Report for fiscal year 2005. We request the Board's authorization for the Interim Executive Director to submit to the U.S. Department of Housing and Urban Development (HUD) the MTW Annual Report for fiscal year 2005 and all related or required certifications, documentation and HUD forms, of which this Board Resolution is a part.

FISCAL IMPACT: MTW allows HANH greater flexibility with HUD regulations and funding, with the opportunity to treat LIPH, Capital and Section 8 funds as a single fungible source.

Staff: Noemi Santana, MTW-HOPE VI Director

Housing Authority of the City of New Haven

**Resolution #11-119/05-R
November 22, 2005**

Moving to Work (MTW) Annual Report FY05 Approval

WHEREAS, the U.S. Department of Housing and Urban Development (HUD) has granted Moving to Work (MTW) status to the Housing Authority of the City of New Haven (HANH); and

WHEREAS, HUD has signed a MTW Agreement with HANH, which will be generally beneficial to the operations of the Housing Authority; and

WHEREAS, a requirement of the MTW Deregulation Demonstration program is for HANH to submit an Annual MTW Plan 60 days prior to each fiscal year and an Annual Report 60 days after the end of the fiscal year;

NOW, THEREFORE, THE BOARD OF COMMISSIONERS hereby authorizes the Interim Executive Director to finalize and submit to the U.S. Department of Housing and Urban Development (HUD) the Moving to Work Annual Report for fiscal year 2005 and all related or required certifications, documentation and HUD forms, of which this Board Resolution is a part.

William DeMayo
Chairman
Board of Commissioners

Date

HOUSING AUTHORITY OF THE CITY OF NEW HAVEN
BUDGET
MTW SOURCES AND USES - FY05

ACCOUNT NAME	PUBLIC HOUSING	SECTION 8	CFP/CGP	TOTAL BUDGET
DWELLING RENTALS	3,982,572	-	-	3,982,572
NON-DWELLING RENTALS	25,182			25,182
INVESTMENT INCOME	440,904			440,904
OTHER OPERATING INCOME	1,860,003			1,860,003
FUND TRANSFERS		(10,325,855)	10,385,990	60,135
EQUITY TRANSFERS				-
GRANTS/SUBSIDY	13,968,957	36,545,734	5,826,760	56,341,451
TOTAL SOURCES	20,277,618	26,219,879	16,212,750	62,710,247
ADMINISTRATIVE SALARIES	2,761,812	1,734,486		4,496,298
OTHER ADMIN EXPENSES	1,744,268	69,545	-	1,813,813
TENANT SERVICES	273,645			273,645
UTILITIES	5,614,932			5,614,932
ORDINARY MAINTENANCE	5,930,810			5,930,810
PROTECTIVE SERVICES	258,608			258,608
GENERAL EXPENSES	2,798,030	419,288		3,217,318
NONROUTINE EXPENDITURES	575,112			575,112
CASUALTY LOSSES	148,925			148,925
DEPRECIATION	3,266,090			3,266,090
HOUSING ASSISTANCE PAYMENTS		23,990,934		23,990,934
CAPITAL PROJECTS	173,476		10,385,990	10,559,466
MTW EXPENSES				-
OPERATIONS				-
MANAGEMENT IMPROVEMENTS				-
ADMINISTRATION				-
IOP				-
HARD COSTS			5,826,760	5,826,760
TOTALS USES	23,545,708	26,214,253	16,212,750	65,972,711
NET INCOME/(LOSS)	(3,268,090)	5,626	-	(3,262,465)

NOTES

Does not include amounts for Replacement Housing Factor.

HOUSING AUTHORITY OF THE CITY OF NEW HAVEN

ACTUALS

MTW SOURCES AND USES - FY05

ACCOUNT NAME	PUBLIC HOUSING ¹	SECTION 8 ^{1,3}	CFP/CGP ¹	TOTAL BUDGET
DWELLING RENTALS	3,589,874	-	-	3,589,874
NON-DWELLING RENTALS	13,650	-	-	13,650
INVESTMENT INCOME	1,299,223	-	-	1,299,223
OTHER OPERATING INCOME	1,933,440	-	-	1,933,440
GRANTS/SUBSIDY	13,947,714	37,587,017	8,227,747	59,762,478
TOTAL SOURCES	20,783,902	37,587,017	8,227,747	66,598,665
ADMINISTRATIVE SALARIES	2,805,486	2,234,557	-	5,040,043
OTHER ADMIN EXPENSES	1,919,189	441,927	-	2,361,116
TENANT SERVICES	94,626	1,942	-	96,568
UTILITIES	4,148,555	-	-	4,148,555
ORDINARY MAINTENANCE	5,499,844	19	-	5,499,863
PROTECTIVE SERVICES	131,158	606	-	131,763
GENERAL EXPENSES	2,315,847	124,182	-	2,440,029
NONROUTINE EXPENDITURES	650,241	12,126	-	662,367
CASUALTY LOSSES	177,746	-	-	177,746
DEPRECIATION ²	2,993,916	-	-	2,993,916
HOUSING ASSISTANCE PAYMENTS	-	27,528,647	-	27,528,647
CAPITAL PROJECTS	735,480	-	2,372,124	3,107,604
OPERATIONS	-	-	-	-
MANAGEMENT IMPROVEMENTS	-	-	23,207	23,207
ADMINISTRATION	-	22,172	170,830	193,002
IOP	-	-	-	-
HARD COSTS	-	-	5,661,586	5,661,586
TOTALS USES	21,472,088	30,366,178	8,227,747	60,066,012
NET INCOME/(LOSS)	(688,186)	7,220,839	0	6,532,653

NOTES

¹ Only those funding sources included in MTW are presented for the year-end report. At the time of printing, numbers for all other funding sources were not available.

² Includes add back for depreciation.

HOUSING AUTHORITY OF THE CITY OF NEW HAVEN
BUDGET VERSUS ACTUALS FOR
MTW SOURCES AND USES - FY05

ACCOUNT NAME	FISCAL YEAR 2005 BUDGET				FISCAL YEAR 2005 ACTUALS				VARIANCE		%
	PUBLIC HOUSING	SECTION 8	CFP/CGP	TOTAL	PUBLIC HOUSING	SECTION 8	CFP/CGP	TOTAL			
DWELLING RENTALS	3,982,572	-	-	3,982,572	3,589,874	-	-	3,589,874	(392,698)	-9.86%	
NON-DWELLING RENTALS	25,182	-	-	25,182	13,650	-	-	13,650	(11,532)	-45.79%	
INVESTMENT INCOME	440,904	-	-	440,904	1,299,223	-	-	1,299,223	858,319	194.67%	
OTHER OPERATING INCOME	1,860,003	-	-	1,860,003	1,933,440	-	-	1,933,440	73,437	3.95%	
FUND TRANSFERS	-	(10,325,855)	10,385,990	60,135							
EQUITY TRANSFERS	-	-	-	-							
GRANTS/SUBSIDY	13,968,957	36,545,734	5,826,760	56,341,451	13,947,714	37,587,017	8,227,747	59,762,478	3,421,027	6.07%	
TOTAL SOURCES	20,277,618	26,219,879	16,212,750	62,710,247	20,783,902	37,587,017	8,227,747	66,598,665	3,948,554	6.30%	
ADMINISTRATIVE SALARIES	2,761,812	1,734,486	-	4,496,298	2,805,486	2,234,557	-	5,040,043	543,744	12.09%	
OTHER ADMIN EXPENSES	1,744,268	69,545	-	1,813,813	1,919,189	441,927	-	2,361,116	547,304	30.17%	
TENANT SERVICES	273,645	-	-	273,645	94,626	1,942	-	96,568	(177,077)	-64.71%	
UTILITIES	5,614,932	-	-	5,614,932	4,148,555	-	-	4,148,555	(1,466,377)	-26.12%	
ORDINARY MAINTENANCE	5,930,810	-	-	5,930,810	5,499,844	19	-	5,499,863	(430,947)	-7.27%	
PROTECTIVE SERVICES	258,608	-	-	258,608	131,158	606	-	131,763	(126,845)	-49.05%	
GENERAL EXPENSES	2,798,030	419,288	-	3,217,318	2,315,847	124,182	-	2,440,029	(777,289)	-24.16%	
NONROUTINE EXPENDITURES	575,112	-	-	575,112	650,241	12,126	-	662,367	87,255	15.17%	
CASUALTY LOSSES	148,925	-	-	148,925	177,746	-	-	177,746			
DEPRECIATION	3,266,090	-	-	3,266,090	2,993,916	-	-	2,993,916	(272,174)	0.00%	
HOUSING ASSISTANCE PAYMENTS	-	23,990,934	-	23,990,934	-	27,528,647	-	27,528,647	3,537,713	14.75%	
CAPITAL PROJECTS	173,476	-	10,385,990	10,559,466	735,480	-	2,372,124	3,107,604	(7,451,862)	0.00%	
MTW EXPENSES	-	-	-	-							
OPERATIONS	-	-	-	-	-	-	-	-	-	#DIV/0!	
MANAGEMENT IMPROVEMENTS	-	-	-	-	-	-	23,207	23,207	23,207	#DIV/0!	
ADMINISTRATION	-	-	-	-	-	22,172	170,830	193,002	193,002	#DIV/0!	
IOP	-	-	-	-	-	-	-	-	-	0.00%	
FEES & COSTS	-	-	5,826,760	5,826,760	-	-	5,661,586	5,661,586	(165,174)	-2.83%	
TOTALS USES	23,545,708	26,214,253	16,212,750	65,972,711	21,472,088	30,366,178	8,227,747	60,066,012	(5,935,520)	-9.00%	
NET INCOME/(LOSS)	(3,268,090)	5,626	0	(3,262,465)	(688,186)	7,220,839	0	6,532,653	9,884,073	-302.96%	

Capital Projects--Expenditures FY2005 -- As per FY05 Plan Amendment

Funding Source	Acct #	Development	Scope of Work	Budget	Status	Expensed
CFP	1408	HANH	Management improvements		Ongoing	\$30,706.50
CFP	1410	HANH	Administration		Ongoing	\$170,830.00
CFP	1430	K. Harvey	Architectural and Engineering costs		Ongoing	\$23,426.48
CFP	1430	Newhall	Architectural and Engineering costs		Ongoing	\$8,787.33
CFP	1430	P. Bush	Architectural and Engineering costs		Ongoing	\$14,971.00
CFP	1430	CB Motley	Architectural and Engineering costs		Near completion	\$15,634.45
CFP	1430	Eastview	Architectural and Engineering costs		Near completion	\$80,493.38
CFP	1430	HANH wide	Architectural and Engineering costs		Complete	\$197,171.49
CFP	1450	Ribicoff (4-14) 200 Brookside Ave.	Install new gas main	\$75,000.00	Completed last year	\$0.00
CFP	1450	Westville (4-37)	Correct erosion and make masonry wall repairs	\$855,000.00	Work complete, but not fully paid out	\$847,111.00
CFP	1450	Crawford (4-12) 90 Park	Reimburse Also-Cornerstone for sewer, catch basin, fence work	\$0.00	Complete	\$8,927.00
CFP	1460	HA-wide	Security improvements	\$140,000.00	Ongoing as needed	\$47,474.00
CFP	1460	HA-wide	Lead paint/asbestos abatement	\$20,000.00	Ongoing as needed	\$7,600.00
CFP	1460	Harvey (4-8) Liberty St.	Comprehensive modernization	\$1,779,760.00	Near completion	\$1,374,216.41
CFP	1460	Celentano (4-11) 60 Warren St.	Replace boiler/upgrade controls	\$30,000.00	Complete	\$98,868.00
CFP	1460	Crawford (4-12) 90 Park St.	Replace flooring/carpet common areas	\$300,000.00	Work complete, but not fully paid out	\$137,202.25
CFP	1460	Ribicoff (4-14) 200 Brookside	Roof and site drainage	\$25,000.00	Complete	\$9,613.00
CFP	1460	Wolfe (4-16) 49 Union Ave.	ADA conversions	\$100,000.00	To be bid	\$0.00
CFP	1460	McQueeney (4-28) Orange St.	ADA conversions/lobby	\$152,000.00	To be bid	\$0.00
CFP	1460	Rowe (4-31) Howard Ave.	Roof replacement**	\$300,000.00	To be bid	\$0.00
CFP	1460	Westville (4-37)	Window replacement	\$1,000,000.00	In progress	\$201,196.00
CFP	1460	Westville (4-37)	Heating system upgrade	\$750,000.00	To be bid	\$0.00
CFP	1460	Newhall (4-9) Daisy St.	Comprehensive modernization	\$0.00	Bonding company called in; also see MTW expenses	\$1,204,102.00
CFP	1460	Crawford (4-12) 90 Park	Escrow A-Plus Abatement retainage to MTW pending wage review Rhode Island	\$0.00	Escrowed funds	(\$6,505.65)
CFP	1460	Crawford (4-12) 90 Park	Replace boiler/upgrade controls	\$0.00	Near completion	\$52,535.00
CFP	1460	Crawford (4-12) 90 Park	Project development sign	\$0.00	Complete	\$1,000.00
CFP	1460	Wolfe (4-16) 49 Union Ave.	Remediation of water infiltration	\$0.00	Complete	\$74,573.57
CFP	1460	Motley (4-18) 819 Sherman Pkwy	Comprehensive modernization	\$0.00	Work completed; final C.O.'s pending; also see MTW expenses	\$745,701.01
CFP	1460	Ruoppolo (4-22) Ferry St.	Roof/masonry work/asbestos	\$0.00	Roof/masonry work contract complete;	\$24,625.00
CFP	1460	Essex (4-23) 1134 Quinipiac	Site & roof drainage	\$0.00	Complete	\$26,698.58
CFP	1460	McQueeney (4-28) 358 Orange	Balcony & sliding door repairs	\$0.00	Complete	\$164,470.53
CFP	1460	Rowe (4-31) 904 Howard Ave.	Replace makeup air system	\$0.00	Work complete, but not fully paid out	\$24,709.80
CFP	1470	McQueeney (4-28) Orange St.	Authority offices	\$250,000.00	Work deferred	\$0.00
CFP	1475	HANH	Computer equipment		Complete	\$124,561.65
CFP	1485	Sheffield Manor (4-19)--half, St.	Demolish property	\$50,000.00	Completed with non-CFP funds	\$0.00
CFP	1495	Elderly-only projects	Relocation		Ongoing	\$144,923.16
CFP Subtotal				\$5,826,760.00		\$5,855,622.94
Development	1410	Fairview Terrace (4-62)		\$0.00	Turnkey contract	\$121.50
Development	1460	63/75 Fulton St. (4-54)	Construct 6 units	\$1,050,000.00	Turnkey contract work ready to start	\$0.00
Development	1460	Acquisition 1 unit (4-59)	Purchase/repair 1 existing housing unit	\$50,000.00	House purchased; repairs to be bid	\$137,856.47
Development	1460	(4-71)	Acquire/construct 3 units (also see yr. 2)	\$50,000.00	Seeking units	\$0.00
Development Subtotal				\$1,150,000.00		\$137,856.47
HOPE VI Demo	1495	Brookside	Relocation	\$0.00	Phase I complete	\$45,641.63

HOPEVI Demo	1485	Eastview (4-34) Eastern St.	Demolish 6 buildings	\$0.00	Pending resolution of 8-64a	\$0.00
HOPEVI Demo	1485	Rockview (4-6) Wilmot	Demolition	\$0.00	Completed--sub wage funds escrowed	\$170,344.20
Hope VI demo Subtotal				\$0.00		\$215,985.83

MTW	1450	Waverly (4-30) Waverly St.	Erosion control/sitework	\$175,000.00	In progress	\$246,129.20
MTW	1460	HA-wide	Security improvements	\$685,000.00		\$0.00
MTW	1460	Harvey (4-8) Liberty St.	Comprehensive modernization	\$220,240.00	See CFP expenses	\$0.00
MTW	1460	Newhall (4-9) Daisy St.	Comprehensive modernization	\$2,500,000.00	Bonding company called in; also see CFP expenses	\$14,905.89
MTW	1460	Bush (4-10) County St.	Comprehensive modernization (also see yr.2)	\$2,500,000.00	A&E to be solicited	\$0.00
MTW	1460	Crawford (4-12) 90 Park Street	Abatement	\$0.00	Holding retainage	\$6,505.65
MTW	1460	Scattered sites (4-15) 39, 65, 123-125 & 127 County St.	Interior and exterior repairs*	\$400,000.00	In progress	\$118,623.18
MTW	1460	Wolfe (4-16) 49 Union Ave.	Remediation of water infiltration	\$200,000.00	Also see CFP expenses	\$200,000.00
MTW	1460	Motley (4-18) Sherman Pkwy.	Comprehensive modernization	\$1,500,000.00	Work completed; final C.O.s pending; also see CFP expenses	\$998,270.15
MTW	1460	Essex (4-23) Quinnpiaac Ave.	Upgrade kitchens	\$105,000.00	To be bid	\$0.00
MTW	1460	Macri (4-26) 109 Frank St.	Façade stabilization/improvements	\$200,000.00	Complete	\$218,868.00
MTW	1460	McQueeney (4-28) Orange St.	Upgrade kitchens/closets	\$550,000.00	To be bid	
MTW	1460	Valley (4-29) Valley St.	Repair gutters and siding	\$100,000.00	In progress	\$130,949.00
MTW	1460	Waverly (4-30) Waverly St.	Roof drainage & siding	\$80,000.00	See above	\$0.00
MTW	1460	Eastview (4-34) Eastern St.	Comprehensive modernization	\$0.00	Pending resolution of 8-64a	\$0.00
MTW	1460	Other scattered sites units	Interior and exterior repairs	\$745,750.00	To be bid	\$145,102.71
MTW	1470	HANH Offices	Nondwelling office upgrades	\$0.00	Complete	\$460.00
MTW	1495	Brookside	Relocation		Ongoing	\$92,752.30
MTW	1495	Eastview	Relocation		Ongoing	\$6,788.50
MTW	1495	Newhall	Relocation		Ongoing	\$396.58
MTW	1495	CB Motley	Relocation		Ongoing	\$396.58
MTW	1430	HANH wide	4-6 ad in Boston Globe for Program Manager		Complete	\$162.80
MTW	1460	Ruoppolo (4-22) Ferry St.	Roof/masonry work/asbestos	\$425,000.00	Roof/masonry work contract complete;	\$436,620.00
MTW Subtotal				\$10,385,990.00		\$2,616,930.54
				Totals	\$17,362,750.00	\$8,826,395.78

NOTES

Hope VI Demo grants are not included in Sources and Uses section of the MTW report.

Development grants reporting is not included in the Sources and Uses section of the MTW report.

MTW expenses include \$145,102.71 for scattered sites reported (FDS) as part of HANH operating financials.

MTW expenses include \$162.80 for Fees & Costs and \$99,540.80 for relocation reported (FDS) as part of Hope VI demo financials.

CROSSWALK TO CONSOLIDATED MTW BUDGET

	BUDGET	ACTUAL
Total FY05 Capital Expenditures	\$17,362,750	\$8,624,859
HOPE VI Demolition Grants (Non-MTW)	\$0	(\$215,986)
Scattered Site Development - CCA vs. Cisneros (Non-MTW)	(\$1,150,000)	(\$137,856)
Total FY05 MTW Capital Expenditures	\$16,212,750	\$8,271,017
Soft Costs for Capital	\$0	\$0
Soft Costs for Operations	\$0	\$201,537
Total FY05 MTW Funded Soft and Hard Costs	\$16,212,750	\$8,472,554
Total from CFP Grants	(\$5,826,760)	(\$5,855,623)
Contributions from Reserves	(\$10,385,990)	(\$2,616,931)
	\$0	\$0

Housing Authority of the City of New Haven
Fiscal Year 2005

CROSSWALK TO CONSOLIDATED MTW BUDGET

	BUDGET	ACTUAL
Total FY04 Capital Expenditures	\$17,362,750	\$8,624,859
HOPE VI Demolition Grants (Non-MTW)	\$0	(\$215,986)
Scattered Site Development - CCA vs. Cisneros (Non-MTW)	(\$1,150,000)	(\$137,856)
Total FY04 MTW Capital Expenditures	\$16,212,750	\$8,271,017
Soft Costs for Capital	\$0	\$0
Soft Costs for Operations	\$0	\$201,537
Total FY04 MTW Funded Soft and Hard Costs	\$16,212,750	\$8,472,553
Total from CFP 2001, 2002, 2003 & 2004	(\$5,826,760)	(\$5,855,623)
Contributions from Reserves	(\$10,385,990)	(\$2,616,931)
	\$0	\$0